



Annual Report

Executive Summary

Town of Herndon

FY 2003-2004

September 28, 2004

Message from the Town Manager



It is a pleasure to present an executive summary of the Town of Herndon's Annual Report for fiscal year 2003-2004. As in the past, the Annual Report not only highlights the major efforts of the staff and Town Council, but also vividly underscores the amount of effort required to maintain the level of service our citizens have come to enjoy.

A major project in FY 2003-2004 was the purchase of the building located at 397 Herndon Parkway for the new Herndon Police Facility. An \$8.5 million general obligation bond issue provided funding for both the purchase of the building and most of the expenses to retrofit the interior and exterior. The search for space, review of planning issues, and analysis of construction costs and funding options were efficiently and effectively provided through collaborative efforts of the Herndon Police, Community Development, Public Works, Finance, and the Town Attorney.

A team approach also proved beneficial in maintaining the highest standards for our residential neighborhoods. The Neighborhood Enforcement Team (N.E.T.) — comprised of staff from Community Development, Herndon Police, Public Works and Neighborhood Resources — significantly improved the process of investigating and enforcing over-occupancy cases. The Neighborhood Improvement Program was launched in FY 2004. This proactive initiative identifies and resolves common property maintenance problems on a neighborhood-by-neighborhood basis. Additionally, the Neighborhood Housing Rehabilitation Specialist facilitated the rehabilitation of 31 housing units, and organized several home ownership and home maintenance seminars throughout the year.

Priorities were also placed on developing a downtown plan. As a result of special Planning Commission work sessions, a draft Vision Statement, Goals and Objectives for a Downtown Plan was developed. Additionally, the Public Private Educational Facilities Infrastructure Act was adopted which should facilitate future development of structured parking and other projects in the downtown.

I hope you find the Annual Report useful. I believe it clearly demonstrates our commitment to provide the highest level of services to citizens, businesses, and visitors.

Sincerely,

Stephen F. Owen
Town Manager

Community Development

HERNDON DOWNTOWN

A major effort was made to secure Transportation Enhancement funds for Downtown Streetscape improvements. A Phase 1 project was defined as part of a grant application requesting \$420,000 in these federal funds. The Commonwealth Transportation Board (CTB) initially approved \$233,000. After staff responded to a subsequent call for projects, the CTB approved an additional \$187,000 for this project in July 2004.

Town Council adopted an ordinance with model procedures developed by the Commonwealth which allows the Town to receive unsolicited proposals under the Public Private Educational Facilities Infrastructure Act of 2002. This new policy can be used to facilitate development in the downtown of structured parking, the proposed cultural arts center, and new retail space.

Four special work sessions were held with the Planning Commission on the creation of a new Downtown Plan. As a result, a draft Vision Statement, Goals and Objectives was developed. The Downtown Plan is expected to become a Comprehensive Plan Amendment. During the first half of the fiscal year, staff



managed the completion and closeout of a multifaceted contract with Wilson Butler Lodge to conduct facility and fundraising feasibility studies for the proposed Cultural Arts Center. The final report of the Arts Center Feasibility Study was the subject of formal action by the Town Council in July 2003.

Staff continued to participate in the Downtown Business Council, assisting the group with its successful application to become a Main Street Affiliate community within the Virginia Main Street program. This is a renowned program to assist communities with downtown development and revitalization.

Community Development Facts & Figures

- 13 Board of Zoning Appeals Items
- 61 Architectural Review Board Items
- 45 Heritage Preservation Review Board Items
- 92 Planning Commission Items
- 82 Town Council Items
- 68 Deeds Processed
- 305 Business Licenses Reviewed

NEW OVER-OCCUPANCY POLICIES

Over-occupancy of residential dwelling units creates health and safety dangers to home occupants and their neighbors. During FY 2004, staff worked with the Planning Commission, Town Attorney and the Herndon Community Association Coalition to revise over-occupancy policies in the Zoning Ordinance. The new policies adopted by Town Council in August 2004 limit the number of people that can live in a home based on family relationship and the overall size of the residence and, in most cases, prohibit additional kitchens. There are provisions that allow up to two persons who may be live-in companions to the elderly or disabled, servants or “au-pair” employees to occupy the home in addition to members of the family. The policy also permits residents of group homes of no more than eight persons as defined by the Code of Virginia and federal Fair Housing Act for handicapped persons.

NEIGHBORHOOD ENFORCEMENT TEAM

During FY 2004, several members of the enforcement staff were dedicated to handling over-occupancy complaints.

Improvements in the enforcement process, enhanced documentation of cases and the continued refinement of N.E.T. have lead to significant progress in the number of violation complaints investigated and abated.

New N.E.T. initiatives included presenting a training outline to the Herndon Police on over-occupancy violations and awareness, initiating proactive identification of violations through room rental announcements, creating and displaying a public awareness poster in locations where ads for room rentals are placed, developing a detailed questionnaire to assist citizens when reporting violations, and increasing staff resources to include a bi-lingual Community Inspector Assistant.

COMMUNITY FORESTRY

The Community Forester continued to work closely with the Town’s Naturalist to coordinate nature camps and special events at Runnymede Park, including the 1st Annual Earth Day/Arbor Day Celebration and NatureFest. Additionally, the Community Forester worked with Eagle Scouts complete several community service projects such as designing and installing an orienteering trail at Runnymede Park, pruning and mulching trees at Herndon High School, and planting flowering Dogwood trees at Haley Smith Park.

And for the 15th consecutive year, Herndon received the Tree City USA Award from the National Arbor Day Foundation.



Neighborhood Resources



NEIGHBORHOOD RESOURCE CENTER

The Neighborhood Resource Center (NRC) continues to be used by Fairfax County agencies and non-profit organizations to provide over two-dozen health, human and educational services. About 7,400 area residents were served in FY 2004, including homeowner associations and community groups which held meetings at the facility.

NEIGHBORHOOD COLLEGE

The award winning Neighborhood College was held for the fourth consecutive year, with 14 students graduating. This program provides participants with leadership and community-building skills. An alumni group was formed that will look at involvement in community building projects throughout Town.

- Some of the Programs Offered at the NRC**

 - Student Registration
 - Computer Learning Center
 - ESL Classes
 - Homework Assistance
 - Housing Counseling
 - GED Learning Center
 - Home Improvement Seminars
 - Pro Bono Legal Assistance
 - Women, Infants and Children (WIC) Program

RESIDENTIAL IMPROVEMENT

The Neighborhood Rehabilitation Specialist, a 100 percent grant-funded position, facilitated the rehabilitation of 31 housing units with an investment value of \$250,380.

Work continued with the architectural committees of two homeowners' associations toward modernizing their architectural standards. As a result, one homeowners' association adopted new color architectural standards. A second George Washington University Landscape Design class worked with staff and citizens to develop landscape design options for a town home community.

HOME OWNERSHIP AND MAINTENANCE SEMINARS

Nine home ownership seminars and one credit counseling seminar were held during FY 2004. Four of the home ownership seminars were conducted in English and four were conducted in Spanish. Three day-long home maintenance workshops were held that offered information on preventative home maintenance techniques.

HERNDON COMMUNITY ASSOCIATION COALITION

Neighborhood Resources staff coordinated and facilitated bi-monthly meetings of the Herndon Community Association Coalition (HCAC). The HCAC played an important role in increasing awareness of over-occupancy by hosting a meeting on the topic in September 2003. Additionally, the group worked with staff on revisions to the Zoning Ordinance pertaining to over-occupancy. This umbrella group of homeowners’ associations continues to have an active interest in issues affecting residential neighborhoods.

COMMUNITY OUTREACH AND COLLABORATION

Staff attended community association meetings, provided technical assistance or conducted outreach to a number of communities including Lifestyle, Jefferson Mews, Crestview, Dulles Park, Tralee, Chandon, Bluemont, Dumbarton Square, Hunters Creek, Park Avenue Square, Treeside, Branch Drive, Waterford Park, and Old Dranesville Hunt Club. Monthly activity reports were prepared and distributed to various neighborhoods.

COMMUNITY DAY & HOUSING FAIR

The Fourth Annual Community Day and the Housing Fair was held in May 2004. Community Day offers a variety of multi-cultural entertainment and kids activities as well as free blood pressure checks, child ID and fingerprinting, and other useful family resources. The Housing Fair included seminars on the mortgage process, first time home buying, credit counseling and more. Several area banks and mortgage companies participated.



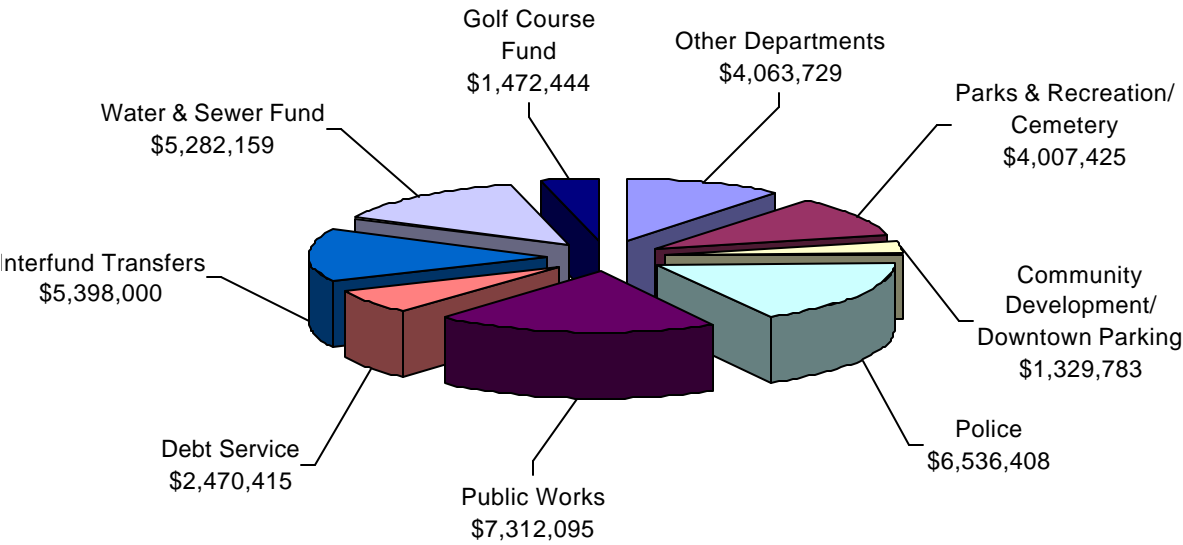
HERNDON FREE CLINIC

The NRC continued to support the Herndon Free Clinic in identifying and referring uninsured low income children to this program, as founded and organized by a Herndon resident. The Herndon Free Clinic held 28 free school physical clinics serving 545 children in FY 2004.

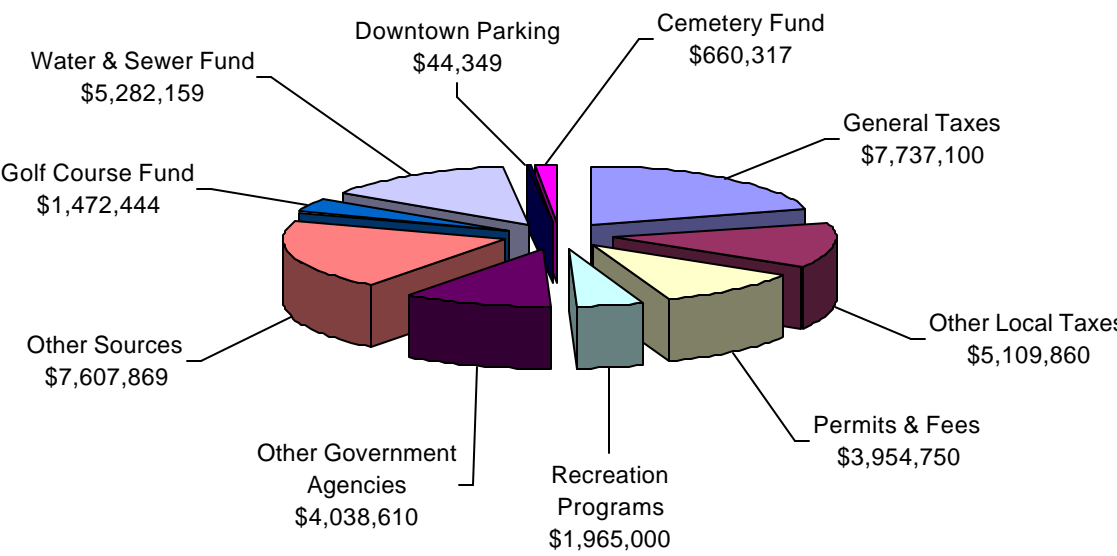


Budget & Finance

EXPENDITURES



REVENUES



**FY 2005 Budget
at A Glance**

**Total Budget
Expenditures**

Totals \$37,872,458, a 7.3 percent increase from the adopted FY 2004 budget.

Real Estate Tax

Remains at the current \$0.28 per \$100 of assessed value.

Meals Tax Rate

1.5 percent

Cigarette Tax

Remains at \$0.35 per pack.

**Capital
Improvement
Program**

\$6,560,500

Personnel

Total personnel costs for all funds is \$18,839,379, which includes an average of 4.5 percent pay-for-performance increases. Pay scales will be adjusted 2.98 percent based on the current market index as used by Fairfax County.

Sworn police personnel will receive a 2.98 percent COLA and a 5 percent performance increase.

TAXES & REVENUE

The Town's new 1.5 percent meals tax became effective on July 1, 2003. As of June 2004, there were 118 establishments collecting the Town's meals tax. Total meals tax collections for FY 2004 were approximately \$889,000, which is 98 percent of the original budget estimate of \$900,000.

The real estate tax rate for FY 2004 was reduced by Town Council from \$0.30 cents per \$100 of assessed value to \$0.28 cents. Accordingly, actual general property tax collections for FY 2004 were about \$291,000 less than the actual collections for FY 2003.

In May 2004, Town Council changed the Town Code section concerning real property tax exemptions for qualified elderly or disabled persons and adopted, instead, new provisions consistent with those of Fairfax County. Finance staff provided research to the Town Attorney in drafting ordinance changes.

INVESTMENT POLICIES

The ad hoc Finance Committee, comprised of three Town Council members and staff, studied copies of investment policies from four other Virginia local governments as a comparison to the Town's

current policy. The Town's auditors also performed an in-depth review of the Town's policy and provided suggestions to clarify it. In March 2004, it was generally agreed that Town Council should adopt the revised policy. Council also agreed to look into the formation of a formal Investment Committee in FY 2005.

BOND ISSUE

An \$8.5 million general obligation bond was issued through the VML/VACo Finance Program for the purchase and build-out of the new Herndon Police facility. The issue was divided into a \$4.7 million tax-exempt component (applicable to the Herndon Police side of the building) and a \$3.8 million taxable component (applicable to the remaining unoccupied space). By issuing taxable bonds applicable to this side of the building, the Town will not be limited in its choice of possible tenants.

CAFR RECOGNIZED

The Town's Comprehensive Annual Report (CAFR) was recognized by the Government Finance Officers Association of the United States and Canada for its excellence in financial reporting for the twenty-ninth consecutive year.

Public Safety

PAR (PLANNING, ANALYSIS AND RESPONSE)

In February, the Herndon Police launched PAR. This program requires Community Action Teams to present crime stats and quality of life issues pertaining to their individual districts to representatives of the entire department. This team of police representatives then identifies problems and possible solutions and an action plan is developed.

EMERGENCY PLANNING

An Emergency Action Plan was implemented during Hurricane Isabel in coordination with Fairfax County's Emergency Management. The police held meetings with Town agencies prior to the storm to review the plan and discuss preparation. The Herndon Police and Public Works coordinated activities during the storm which caused an estimated \$371,425 in damage. Later in the year, an Emergency Plan was developed for the Herndon Festival, which included a tabletop exercise to test the plan with representatives from Parks and Recreation, Public Works, the Fairfax County Fire Department and the Virginia Department of Emergency Management. The police continued to utilize the Silent Partner Alert system

CRIMINAL INVESTIGATIONS

The Criminal Investigations Section is comprised of one supervisor and five detectives. It handled 203 new cases during the past year and achieved a 68 percent closure rate on cases. The Herndon Police continue to have one detective assigned to the Fairfax County Police Department Narcotics section. The detective is responsible for liaison to the Narcotics Section and provides proactive narcotics enforcement for the Town of Herndon. Another detective — funded by a federal grant — is assigned to the Northern Virginia Gang Task Force.

YOUTH CRIMES DETECTIVE

The department remains committed to the development, implementation and maintenance of programs designed to prevent and control juvenile delinquency. During the year, the Youth Crimes Detective provided talks to schools, civic organizations, and scouting troops on a variety of topics including traffic safety, bike safety and stranger danger. This detective also coordinated the Youth Police Academy which offers hands-on instruction on law enforcement and community policing.

Herndon Police Service Facts & Figures:

- Patrol Services responded to 34,061 calls for service.
- The Town received \$44,729 in liquidated damages resulting from motor carrier inspections.
- Communications Technicians processed 279 accident entries and 439 warrants into the Records Management System.
- The Records Technicians processed 6,440 incident reports, 998 field interview cards, 1,369 arrests, 8,946 traffic summonses, 1,785 parking tickets, and 4,114 pawn tickets.



COMMUNITY RESOURCE OFFICE & CRIME PREVENTION EFFORTS

The police Community Resource Office worked with the Herndon Crime Prevention Council (HCPC) as it entered its second year. The HCPC educates citizens on crime prevention and their role in reducing crime. The HCPC board represents citizens, business owners and volunteers of the Herndon Police Citizen Support Team. The HCPC hosted a seminar on gang awareness in April 2004.

The police Community Resource Office, located in the Herndon Neighborhood Resource Center, provides a variety of crime prevention programs, including Neighborhood Watch, Business Watch and Fleet Watch. The police continue to pursue the Town's certification as a Certified Crime Prevention Community.

NORTHERN VIRGINIA GANG TASK FORCE

Created last year by U.S. Congressman Frank R. Wolf, the Task Force offers a multi-jurisdictional approach to combating gang violence. It is made up of police officers and officials from Fairfax, Loudoun and Prince William Counties, Herndon, Leesburg, Manassas, and Manassas Park. Members of the Bureau of Immigration and Customs Enforcement, FBI, Drug Enforcement Administration, and the Bureau of Alcohol, Tobacco, Firearms and Explosives are also involved. Chaired by Herndon Police Chief Toussaint E. Summers, the task force has netted numerous felony and misdemeanor arrests and taken many violent felons off the street. In May 2004, the Task Force received an additional \$350,000 in federal funding which will be used for implementing education programs in school districts about the danger of gang life and mentoring sessions for children at risk.

AWARDS

Corporal James Moore received the 2003 Heat Wave Award from the Virginia State Police for special efforts in reducing auto theft. Corporal Moore stopped a vehicle that turned out to be stolen in Fairfax County. After interviewing the occupants, a second stolen vehicle was recovered.

Mothers Against Drunk Driving (MADD) recognized Officer Michael Baker for 37 DUI arrests, Officer Brian Hamilton for 26, Officer Lisa Kara for 25, and Private First Class James J. Passmore for 23.

NATIONAL NIGHT OUT

The most successful National Night Out ever was held in August 2003. The event is designed to heighten awareness of crime prevention and strengthen neighborhood spirit. Sixteen neighborhoods participated by hosting events such as pool parties and cook outs.



Public Works & Capital Projects

NEIGHBORHOOD INSPECTION PROGRAM

With input from the Herndon Neighborhood Action Group, the Building Inspections Office developed and implemented this new program. The Neighborhood Inspector proactively worked with residents at 130 properties in two neighborhoods to identify and resolve common property maintenance issues such as paint, windows, and fencing. Of the 111 violations found, the majority were resolved by the owners. The program also helps educate residents about home repair loan programs administered by Fairfax County.

Staff from the Building Inspections Office also played an active role in the efforts of N.E.T to address over-occupancy violations.

STORMWATER MANAGEMENT

The NPDES Phase II general permit was prepared by the Town and approved by the Virginia Department of Environmental Quality. The general permit, which is mandated by the federal Environmental Protection Agency (EPA), brings Herndon into compliance with EPA stormwater requirements. In order to achieve compliance with NPDES Phase II,



staff developed a Best Management Practices Inventory and Operations and Maintenance Plan, updated the Town's Ordinance for Illicit Discharges, and developed a public awareness campaign.

AMERICA RECYLCES DAY

In conjunction with Fairfax County, the department supported Herndon High School's SAGA Program by participating in America Recycles Day, on November 15, 2003. The event educates citizens about recycling and collects items that benefit a variety of charitable organizations, including computers, bicycles, eyeglasses, and cell phones.

SIGNAL MONITORING

The Town applied for and received a \$250,000 Congestion Mitigation and Air Quality grant for a Traffic Signal Monitoring System. This intranet-based, video monitoring of traffic is planned to supplement the Town's closed-loop traffic signal control system which was completed in the Town Shop Traffic Control Center in the spring of 2004. The signal monitoring system allows traffic signals to be monitored and adjusted remotely to ease traffic congestion. The grant will fund installation of closed circuit cameras and associated peripheral equipment at eight locations.

ALABAMA DRIVE ROAD IMPROVEMENTS

This major capital project to renovate Alabama Drive was completed in FY 2004. The \$3.5 million project included waterline and sanitary sewer replacement, roadbed reconstruction, and storm sewer upgrades, as well as the installation of traffic calming features, new curbs, gutters, driveway aprons, and sidewalks.



HERNDON POLICE FACILITY

In February 2004, the Town completed the purchase of an existing office/flex building located at 397 Herndon Parkway for the new Herndon Police Facility. The police will occupy 32,000 square feet and the remaining 28,000 square feet of commercial feet will be leased. The \$8.5 million bond issued in FY 2004 provided for the purchase and to retrofit the interior and exterior of the building. The new facility provides the space needed to house all police operations in one location, including space for interview rooms and an enhanced lab to process crime scene evidence. The A&E firm that completed preliminary design work for the Sterling Road location prepared the construction plans in FY 2004. Construction is anticipated in 2005.



DRAINAGE IMPROVEMENT

Construction on the First, Third, Grant and Monroe Drainage Improvement Project was completed. The project was inspected in early 2004.

Design of the Monroe/Station Improvement Project was completed in early 2004. Land acquisition is now underway. Advertisement for bid is anticipated in the fall of 2004, with construction anticipated in early 2005.

COMMUNITY CENTER PHASE IV

Building design is underway for the expansion of the Herndon Community Center. The expansion includes a 12,000 square-foot addition and redevelopment of 8,000 square feet of existing space to improve access, security, parking, and activity space at the Community Center. A temporary loan from the Water and Sewer fund will be used for site work in FY 2005.

Recreation

ONLINE REGISTRATION

Online and touchtone registration was launched in the fall with selected programs and classes available for online registration. With the winter quarter, the majority of classes and programs were available online. On the winter quarter's first day, 38.9 percent of all Parks and Recreation registrations were processed through the Internet or touchtone. In the spring quarter, 42.3 percent of first-day registrations were by Internet or touchtone.



RECREATION PROGRAMS

During FY 2004, the Parks and Recreation Department registered 15,555 persons for recreation programs. Revenues from recreation programs totaled \$1,137,630. Daily admissions at the Herndon Community Center totaled 74,423 for the year.

HERNDON FESTIVAL

Due to inclement weather, attendance at the 2004 festival dropped to 48,000. The event featured arts and crafts vendors, a variety of exhibitors in the chamber's Business Expo, food vendors, carnival games, three stages of live entertainment and two fireworks displays. Festival sponsors provided \$51,210 to support entertainment, fireworks and publicity.

NATURE PROGRAMS

Runnymede Park is the backdrop for a variety of nature programs, including nature camps, walks and the popular NatureFest held in September. This event features learning stations, live raptors, electro fishing, a butterfly tent, nature crafts, and more.

SPORTS

In addition to regular sports and fitness classes, the Sports Division hosted several special events such as the Herndon Festival 10K/5K, Turkey Trot 5K, and the Herndon Open Tennis Tournament. The Hershey Track and Field Meet was the most successful ever, and included a state qualifier in the 400-meters and the Virginia state 9-10 year-old female champion in 100 and 200 meters.

TRIPS

A variety of trips were offered in FY 2004, including trips to New York City, Atlantic City, the fall foliage train excursion, the Spy Museum in Washington D.C., Cats at the National Theater, Stomp at the Warner Theater, West End Dinner Theater, Air and Space Museum at Dulles and the Charles Town Races and Slots.

SENIOR PROGRAMS

The variety of programs included Senior Cinema, a free event where seniors can watch movies for free and enjoy popcorn and candy two times a month. Many seniors also participated in the trips hosted by Parks and Recreation.

GOLF COURSE MASTER PLAN

The renowned golf course architectural firm of Ault, Clark and Associates developed a golf course master plan for enhancements to Herndon Centennial. In June 2004, the master plan and clubhouse entrance improvements were presented to Town Council. It is anticipated implementation of phase one will begin in early 2005.

GOLF DIGEST “PLACE TO PLAY”

For the ninth consecutive year, the golf course was named a *Golf Digest* “Place to Play,” and recognized with a three-star rating based on the quality of the golf shop and clubhouse services, playing conditions, pace of play, course design, and quality of food and beverage service.

COURSE REVENUE

In FY 2004, greens fees and golf cart rental revenues totaled \$1,229,076. Revenues from the sale of pro shop merchandise, driving range, pull cart and golf club rentals, and handicapping services totaled \$205,230. Total operating revenues increased 12 percent over FY 2003.



CLUBHOUSE MAINTENANCE FACILITY

The new golf course maintenance facility began operating in April 2004. The facility includes service bays and machine rooms for equipment repair, a fuel island, fertilizer and seed storage areas, office space, and public restrooms. In the future there will be a control room located in the facility to coordinate operation of the golf course’s state-of-the-art irrigation system.

INSTRUCTIONAL PROGRAMS

A variety of instructional programs were offered to include individual, group, family, and junior camps. Over 100 children participated in summer camps. Additionally, a free orientation for new players interested in learning the game was held as part of the national “Link Up 2 Golf” program.

GOLF COURSE STRATEGIC PLAN

In an effort to enhance service delivery, the golf course management team and advisory committee analyzed the course’s strengths, weaknesses, opportunities, and threats to develop a two-year strategic plan. The purpose of the plan is founded on the belief that identifying and meeting the needs of course patrons is critical for continued success. During FY 2004 numerous goals and objectives outlined in the strategic plan were achieved.

USGA TURF ADVISORY

The United States Golf Association (USGA) Greens Section was highly complimentary of course conditions following its August 2003 assessment. Reports from the USGA Greens Section assist in continuous efforts to improve the golf course.



Information Technology

VOICE OVER IP

Early in FY 2004, Information Technology completed the installation of the new telephone and voice mail systems at the Herndon Municipal Center, Town Hall, Town Shop, Community Center, and Golf Course clubhouse. IP telephony has allowed the Town to leverage its investment in the Town’s institutional network (I-Net) and redundant network infrastructure to provide a flexible, scalable, and easy to support telephone system, while allowing the Town to disconnect many individual telephone lines.

Herndon was on the leading edge of municipal jurisdictions employing this technology, and was featured in numerous media outlets in FY 2004 including *The Washington Post*, *Washington Business Journal*, *CIO*, and *American City and County*.

WEBSITE

Updating and adding content to the Town’s website remained a priority for Information Technology and Public Information. Site logs indicate that 75 percent of the site pages change each month on average. Additionally, IT worked closely with Parks and Recreation on development of its online and touchtone registration.

BUSINESS PROCESS MANAGEMENT

Efforts to identify the Town’s work processes. Understanding these processes and the data and communications required to support these efforts enable staff to work more efficiently. This effort is the critical first step in deploying a comprehensive citizen relationship management system (CRM), which is slated to be tested as a pilot program in 2005.

IT continued to develop database applications to meet various department business process requirements. From tracking refuse ordinance violations to zoning complaints, these databases will eventually be integrated with the Town’s GIS and CRM systems.

LIFECYCLE REPLACEMENT PROGRAM

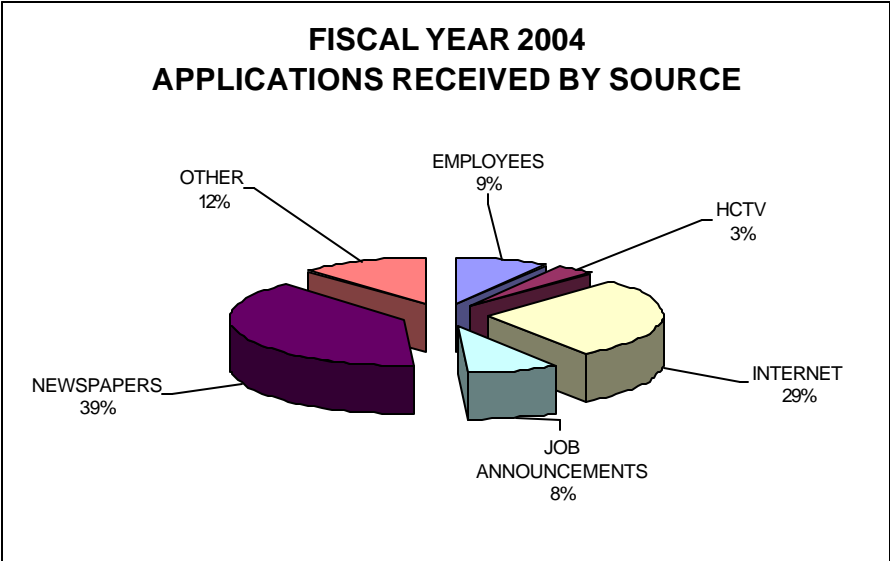
Each PC, file server and laptop is replaced at the end of its useful life cycle, which ensures that the delivery of applications will never be a problem. The focus on all aspects of the technology life cycle is demonstrated by the Town’s network being available in excess of 99 percent of the time in FY 2004.

GEOGRAPHIC INFORMATION SYSTEM

In cooperation with Community Development, a browser-based Intranet application that allows staff to create maps from existing Town and Fairfax County data sources was implemented in FY 2004. GIS maps have been created by staff to better understand planning issues

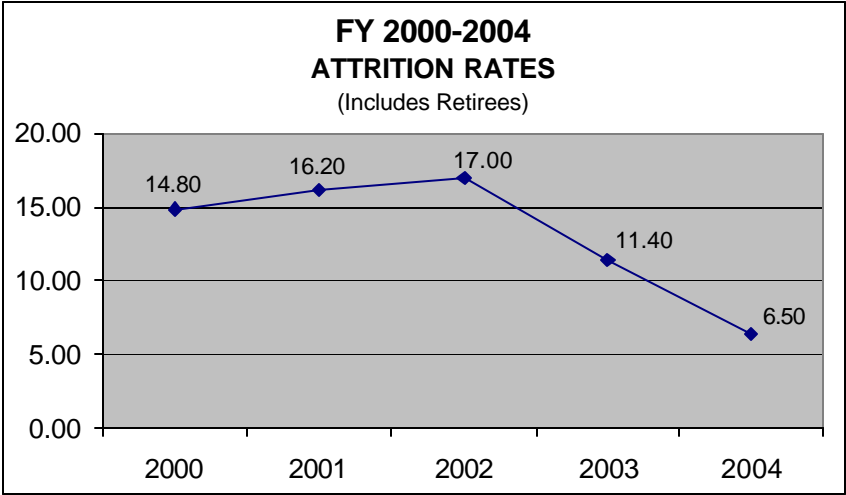
WEBSITE VISITATION			
	FY 2002	FY 2003	FY 2004
Total Website Visitors — One Time Visitors	52,985	56,977	96,053
Total Website Visitors — Returning	12,614	13.,886	24,862
Total Visitors	65,599	70,863	120,915
Percentage Returning	19.23%	19.60%	20.56%

Human Resources



RECRUITMENT

Recruitment activity included 69 regular, seasonal and temporary position openings that were advertised. A total of 145 employees were hired in FY 2004, which included 21 regular employees and 124 temporary/seasonal employees. The highest percent of applicants learned of Town job vacancies through newspaper advertising (39 percent), closely followed by the Internet (29 percent). These statistics have significant implications for planning future recruitment initiatives.



TURNOVER RATE DECLINES

The turnover rate decreased from a high of 17 percent in FY 2002 to 6.5 percent in FY 2004. Funds saved from position vacancies totaled a net of approximately \$176,074.

